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**Public Works
Supply and Services**
*1990-91
Annual Report*



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PUBLIC WORKS,
SUPPLY AND SERVICES

Office of the Minister

Minister responsible for
LOTTERIES, MAJOR EXHIBITIONS AND FAIRS
GAMING COMMISSION
RACING COMMISSION

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April 1992

Honourable Dr. David J. Carter
Office of the Speaker
Legislative Assembly of Alberta
Room 325, Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Sir:

It is my honour to present to you the Annual Report of Alberta Public Works, Supply and Services for the fiscal year ending March 31, 1991.


Yours sincerely,

Ken Kowalski
Minister

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MESSAGE FROM THE DEPUTY MINISTER

 Alberta Public Works, Supply and Services provides common services to government departments and some boards, agencies and Crown corporations so they can implement mandated policies and programs.

This year, the department refined and streamlined many of its programs in order to balance expectations with the reality of limited resources. This challenged us to develop more creative ways to achieve our objectives within more restricted financial parameters. I am pleased to report that Alberta Public Works, Supply and Services did an exemplary job of fulfilling their responsibilities in the 1990-91 fiscal year.

One of our major accomplishments was the "topping off" of the Oldman River Dam to its final height of 76 metres. This project, one of the largest and most significant the department has ever undertaken, is 88 per cent complete and is expected to collect water for the first time in the late spring or early summer of 1991. Planning has already begun for the official opening of the project, after which it will be returned to Alberta Environment for operation.

The department is continuing to move toward greater co-operation with the private sector. This year, a new Transportation Yard facility in Red Deer was developed through an innovative method of financing involving the private sector.

It resulted in a "win-win" situation for both the Alberta government and the private-sector company.

The department also continued to privatize more of its services, increasing the number of private companies conducting public auctions of surplus equipment and contracting for maintenance work in government buildings.

To increase supplier awareness of government procurement opportunities, a new branch was established to work with industry to develop opportunities for meeting government product needs. Within the first few months, the new Supplier Development and Technical Services Branch assisted Alberta businesses in winning an additional \$580,000 in government contracts. In conjunction with the new branch, a newsletter entitled "The Source" was developed to provide Alberta companies with up-to-date information on government procurement needs, policy changes and tender information.

As a department, we are very proud of our leadership role in the use of environmentally responsible products and practices. As the centralized purchasing agent for the provincial government, we now offer other provincial departments over 90 green products. This year, 39 million sheets of recycled paper were distributed, which is 11.8 per cent of total paper sales. Some

of our new environmental initiatives for 1990-91 included the use of recycled oil for government motor vehicles, paper collection from government offices and buildings and the use of recycled materials for renovations.

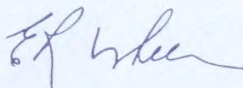
Keeping up with the newest information technology was another challenge faced in 1990-91. The department moved away from using technology to accomplish repetitive functions to developing systems that helped management improve decision-making and services.

One very visible departmental initiative this year has been the repainting of the 994 Alberta Heritage Savings Trust Fund grain hopper cars including the application of the "Take an Alberta Break" tourism logo. The tourism message was incorporated into repainting the cars, which is part of the regular maintenance program. By the

end of February 1992, hopper cars featured the names of all Alberta cities, towns, villages, summer villages, municipal districts and counties. The repainting program will be completed December 1992.

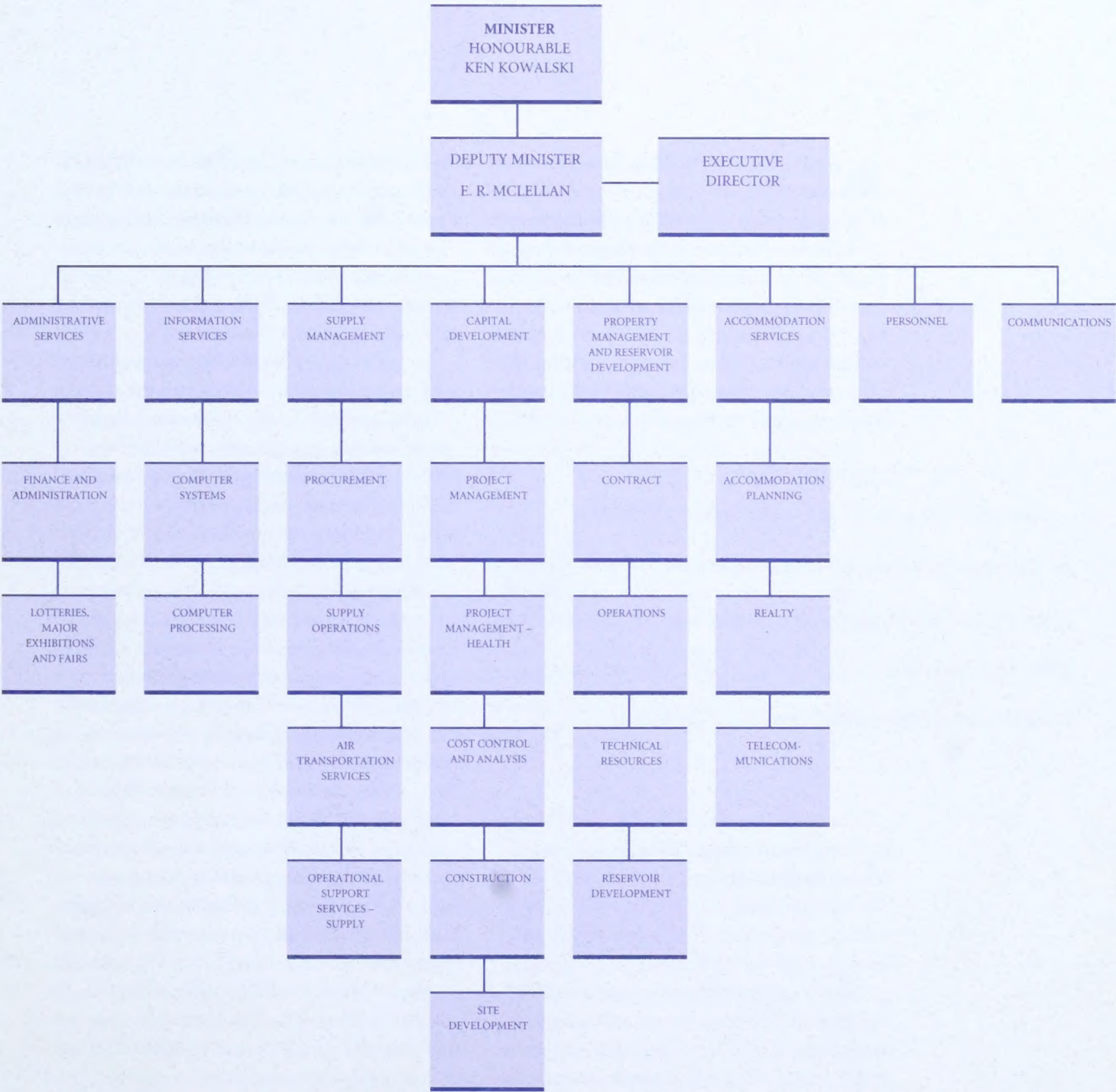
This year of doing more with less presented a number of tough challenges to Alberta Public Works, Supply and Services. We anticipate that next year will present more interesting challenges as we undertake to fulfil our mandate of meeting the requests from other government departments and the expectations of Albertans.

Following is an in-depth look at the activities of Alberta Public Works, Supply and Services during the 1990-91 fiscal year.



E.R. McLELLAN, P. ENG.
DEPUTY MINISTER

ORGANIZATIONAL CHART



CAPITAL DEVELOPMENT

REPORT FROM THE ASSISTANT DEPUTY MINISTER

▲ In 1990-91, Project Management Division completed construction of a number of multi-year projects to assist client departments in the delivery of their programs. One such project was the new 50-bed, northern addiction centre in Grande Prairie which will provide residential, education and emergency addiction treatment to residents of the western provinces and the Northwest Territories. The facility, which cost \$9.24 million, was occupied in January 1991.

... oversees the planning, design and construction of facilities for government departments and health care projects and provides project management services to the Alberta Liquor Control Board (ALCB), Alberta Treasury branches and regional library board facilities.

A new three-storey, multi-occupancy provincial building was completed in the downtown core of Medicine Hat in December 1990. The \$16.9-million facility included a number of landscaping concepts to fit in with the city's downtown beautification plan.

We also completed the construction of the new Reynolds Alberta Museum in Wetaskiwin for a total cost of \$18.2 million. Alberta Culture and Multiculturalism are completing all the interpretative displays and restorations for an official opening anticipated in the fall of 1992. The facility will accommodate the preservation and display of motor-driven vehicles from the Reynolds Collection and other major donations

depicting the impact of motor-driven vehicles in the development of western Canada. This facility also incorporates Canada's Aviation Hall of Fame.

Capital Development operates through the co-ordinated efforts of four divisions: Project Management, Construction, Site Development and Cost Control and Analysis.

Project Management Division, which provides professional and technical services in the planning of capital projects for other government departments and, on request, boards and agencies, is comprised of four branches — Project Management, Specifications and Standards, Commissioning and Furniture and Interior Design. The division managed 319 capital projects on behalf of other government departments with a total 1990-91 cash flow of \$117,644,272. Design and construction of these projects were undertaken by private-sector architecture and engineering consulting firms. During 1990-91, the division commissioned 86 consultant firms, with total expenditures of \$5,887,613 on fees for the development of projects for other government departments, for capital projects funded through Alberta Health and Alberta Heritage Savings Trust Fund and on capital projects funded by boards and agencies. The division provided project management services in the development of four regional library headquarters' projects, four ALCB outlets, 15 Alberta Treasury branches, a new recreation complex at Fairview College and a visitors reception centre for the Elk Point Historical Society at Fort George Buckingham House.

Project Management Division — Health works closely with hospital boards to provide engineering, technical and project management advice as well as previewing and approving hospital projects at each stage of development. This new division

administered 45 health care projects with a cash flow of \$109.4 million and 200 capital upgrading projects totalling \$24.4 million for major maintenance and improvements to existing health care facilities. During this fiscal year, it also assisted 107 hospital boards with the preparation of budget requests. Total project management services were provided on Rosehaven Care Centre, Camrose and the Raymond Care Centre, Raymond.

Southern Alberta projects are implemented by the Project Management Branch in Calgary. The Calgary branch administered 41 capital projects totalling \$8.9 million, two regional library headquarters projects, five Alberta Treasury Branches, three ALCB outlets and five Alberta Health projects. The branch tendered 170 projects on which 416 contractors submitted bids and commissioned 22 architectural and engineering consulting firms. Expenditures on consultant fees for capital projects, health care projects and projects funded by agencies and boards totalled \$1,368,719 in the 1990-91 fiscal year.

Construction Division administers all capital construction, monitors the quality and scheduling of work and approves changes to construction contracts. The division also provides construction management services on large-scale, multi-year, phased projects. During the 1990-91 fiscal year, the division awarded 270 new construction contracts with a total tender value of \$67,243,997, administered 177 claims totalling \$4,577,278 filed under Section 14 of the Public Works Act and awarded 53 commissions to consultants for materials testing with payments totalling \$360,250.

Site Development Division is responsible for land and utility services development. Site

development includes site services and landscape development components of building facilities, design and construction of roads, walks, parking facilities and utility works consisting of water supply and distribution, sewage collection and disposal and gas distribution. In 1990-91, the division participated in the award of 106 new projects with a total tender value of \$4,788,871 and participated in the construction management of 104 projects completed during the fiscal year for a total construction cost of \$5,497,801.

Cost Control and Analysis Division develops budgets for the Alberta Public Works, Supply and Services' annual and multi-year capital construction program. As well, the division maintains and updates data banks of construction statistics and technical data costs, forming a nucleus for all departmental construction cost needs. During 1990-91, the division awarded 36 commissions for cost consultants totalling \$329,398.

OTHER MAJOR HIGHLIGHTS

- Construction started on the addition to the Cross Cancer Institute in Edmonton. This project will double the size of the existing facility with expanded diagnostic treatment and research facilities.
- The \$3-million renovation and expansion of the Fort Saskatchewan General Hospital was completed in January 1991, relocating some administrative and support functions in trailers and upgrading the patient care and treatment areas in the 50-bed facility. This project will alleviate the congestion experienced in the hospital in the past and will ensure a good standard of patient care.


- The 80-bed Brain Injury Unit was completed at Alberta Hospital Ponoka in February 1991 at a project cost of \$13.6 million. This new unit will provide state-of-the-art rehabilitation and retraining for patients who have suffered brain damage, primarily as a result of accidents. It is the second phase of the redevelopment of the hospital, where planning is proceeding on other phases of the project. The \$5.2-million project for the addition of 40 nursing-home beds to the Rimbey General and Auxiliary Hospital was completed in December 1991. This will increase the bed complement of the existing facility which already provides 26 acute-care and 45 long-term-care beds to the Rimbey District. The new facility will provide much-needed rehabilitation programs for all long-term-care residents.

Construction on the Cardston Remington Alberta Carriage Centre was completed this year at a total cost of \$9.6 million. Public opening is planned for fall 1992. This facility will house the demonstration, display and restoration of horse-drawn vehicles selected from many collections, including Remington Carriage and Glenbow Alberta Institute. In February 1991, construction was completed on the multi-occupancy Taber Provincial Building at a total project cost of \$3.8 million. The building is situated on a central downtown location.

- Construction of the new 336-bed Remand Centre at Spy Hill, Calgary was started in fall 1990 at a project cost of \$37.6 million. The expected completion is for spring 1993. This facility will provide custody for male and female offenders awaiting trial.
- Construction continued on the new multi-occupancy High Prairie Provincial Building at a project cost of \$7.5 million. The building replaces the old Provincial Building which was destroyed by fire in 1985, and the completion is expected in late 1991.
- Design work started on the \$21-million project at the Claresholm Care Centre to develop an 80-bed adult chronic psychiatric rehabilitation unit and activity centre and to upgrade therapy and ancillary areas. Construction started on the first phase — the maintenance building and underground services. The use of the activity centre will be shared with the Town of Claresholm.
- Developed and maintained a Fuel System Replacement Program to support the government's Management of Underground Storage Tanks (MUST) project, upgraded fuel-dispensing systems and storage tanks, removed abandoned tanks and contaminated soils in accordance with environmental guidelines and maintained the inventory of all underground storage tanks.

PROPERTY MANAGEMENT AND RESERVOIR DEVELOPMENT

REPORT FROM THE ASSISTANT DEPUTY MINISTER

 The Operations Division of Property Management and Reservoir Development is responsible for the operation and maintenance of approximately 1.7 million square metres of government-owned space with a total budget of \$80.4 million. These responsibilities are undertaken using a combination of private sector contractors and in-house staff.

The 1990-91 fiscal year saw further restruc-

ture and trades-related technical services to over 550 facilities in the areas of building management control systems, instrumentation, mechanical, electrical, electronics, elevators, roofing, water treatment, landscaping and caretaking. During the year, over 1,500 inspections and consultations were provided to facility managers.

The Contract Division of Property Management and Reservoir Development is responsible for the administration of contracts with private-sector property management firms to manage the operations and maintenance of government buildings. In 1990-91, the Contract Division managed 60 property management contracts involving 596,103 square metres of owned space with a budget of \$18 million.

The division is also responsible for the review and payment of operating cost escalations provided for in 751 leases with private developers, the administration of 598 leases where the government has leased space to non-government entities and the administration of 61 leases on behalf of Alberta Treasury branches.

In total, the Property Management and Reservoir Development is responsible, through the Operations and Contract Divisions, for the operation and maintenance of approximately 2.3 million square metres of space. Approximately one quarter of all owned space occupied by the government is maintained totally by private-sector property management firms.

The Technical Resources Division provides professional architectural and engineering support services to the department. The division also manages an extensive maintenance program to maximize the useful life of buildings occupied by government.

turing within the Operations Division of Property Management. As part of the continuing effort to streamline operations, the number of area managers within the two regions was reduced from 11 to nine. The division added to its building portfolios the operation and maintenance of several new facilities which became functional during the year, including the Medicine Hat Provincial Building (10,500 square metres), AADAC Northern Addiction Centre in Grande Prairie (6,914 square metres) and the Alberta Research Council addition in Clover Bar (4,160 square metres).

The Inspection and Specialty Services Branch of the Operations Division provided inspection

... manages, operates and maintains government-owned facilities and manages property leases, designs and builds reservoir projects and develops professional and technical standards in a wide range of engineering and related disciplines.



In 1990-91, the division contracted 75 Alberta consulting companies to provide investigations and evaluations of 700 facility projects. From this investigative work, 100 maintenance projects were completed in the year, at a cost of between \$25,000 and \$250,000 each.

The Reservoir Development Division oversees the design and construction of the Oldman River Dam and the Little Bow and Pine Coulee Reservoir projects.

As of March 31, 1991, the Oldman River Dam was 88 per cent complete. During the year, construction continued on the dam, spillway, drainage tunnels, valves, gates, roads, bridges, reservoir clearing and environmental mitigation. The project is within budget at \$353.3 million (1986 dollars) and on schedule to accommodate initial water storage in April 1991. In the next year, construction will concentrate on the installation of the seven spillway gates and the second control valve, control system, two road embankments,

road paving, site reclamation, recreation facility development and environmental mitigation.

Environmental impact assessments began on the Little Bow and Pine Coulee projects. Preliminary engineering studies were carried out on the Little Bow Project to provide basic hydrologic data and site information. This information is also required for the environmental impact assessment. Discussions continued with the Public Advisory Committees and other area residents about reservoir operational plans, land acquisition, road and utility relocations and many other aspects of the two projects.


OTHER MAJOR HIGHLIGHTS

- Implemented an accrual-based system for payment of lease operating cost escalations. This change provided more accurate expenditure forecasting as well as allocating expenditures to the fiscal year in which they were incurred.



SUPPLY MANAGEMENT

REPORT FROM THE ASSISTANT DEPUTY MINISTER

 One of Supply Management's key accomplishments this year was the introduction and expansion of environmentally responsible purchasing. Over 90 types and styles of green products were made available to all government departments, through standing offers or from the Warehousing and Distribution Branch. Products include a variety of sizes and types of recycled general-purpose office papers, re-usable cups, recharged laser printer toner cartridges, recycled

and, in December 1990, a change was made to government building renovations and demolition contracts urging contractors to use building materials' recycling services. Supply Management also played a key role in promoting the Government of Alberta's ENERGYWISE program to decrease vehicle fuel consumption by government employees.

In keeping with the collective commitment of Canadian governments to eliminate interprovincial trade barriers, significant progress was made in the area of government procurement. Alberta, along with seven other provinces, signed the Intergovernmental Agreement on Government Procurement to eliminate preferential purchasing practices. The federal government, Quebec and Nova Scotia remain to ratify the agreement, and negotiations continue. Within the west, progress was made in broadening the Memorandum of Agreement on the Reduction of Interprovincial Trade Barriers in Western Canada: Government Procurement, to possibly include Crown corporations and agencies. In February 1991, construction tenders in excess of \$200,000 were placed on the Western Purchasing Information Network which links the four provincial procurement computer systems that provide live tender news for distribution to the supplier community and historical purchasing information for internal use.

A long-term goal of the Government of Alberta has been to use government procurement as a lever to assist in the growth and development of Alberta companies. Supply Management made substantial progress in achieving this goal in October of 1990, with the establishment of a new Supplier Development and Technical Services Branch. This small group was created within the

... provides services to provincial government departments including procuring goods and services, warehousing, disposal of surplus goods, printing services, air and ground transportation, product standards information and courier services.

plastic office binders, duplex photocopiers, plain paper fax machines and re-refined motor oil. In addition, 39 million sheets of recycled general purpose paper were distributed in 1990-91. This represented 11.8 per cent of total general purpose paper sales from the Warehousing and Distribution Branch. The use of these green products has been and continues to be promoted throughout government.

As well, several environmentally responsible services have been implemented. For example, 40,000 litres of used oil was collected from a government shop for recycling into re-refined oil; the volume of paper being collected from government offices for recycling was increased;

Procurement Division by re-allocating existing resources. One of the first tasks was to convey to Alberta vendors the wealth of western provincial and federal tender opportunities available through the Western Procurement Information Network. In its first few months of operation, Alberta firms won an additional \$580,000 in government contracts as a direct result of referrals from this new branch.

Air Transportation Services Branch continued to privatize. The Navajo aircraft was withdrawn from service, and private-sector charters were used to offset the demand for replacement air services.

This year was a year of change and restructuring in the Supply Operations Division. A new executive director was appointed for this division, followed by a new director for the Records Management Branch.

The two Quick Print operations were amalgamated with Central Duplicating to provide a consolidated in-house printing service. Production on our presses was up 5 per cent to approximately 38 million pages. Together with photoduplicating equipment, about 84 million pages were produced. Continued emphasis was placed on maximizing the use of recycled paper for all in-house printing orders. Administrative processes were computerized so that the volume of work could continue to be handled without requiring additional human resources.

Surplus Sales was a major player in the recovery of the province's investment in operating assets which were surplus to current needs. Sales revenues were \$3.6 million, down somewhat from 1989-90, as assets continued to be used for longer periods of time or redeployed, consistent with government expenditure control initiatives.

Almost \$360,000 in assets were redeployed to user departments through Surplus Sales. The majority of items sold were through public auctions as the department continued to maximize use of private sector services and make surplus items available to a broad cross-section of Albertans.

Central Vehicle Services continued to provide a valuable transportation service to government. The fleet size for long-term leases was approximately 4,200, and additional vehicles were used to meet short-term and seasonal transportation requests from departments and agencies. Over 750 replacement vehicles worth nearly \$10.6 million were acquired through Alberta dealers. A vehicle inspection program was implemented to monitor adherence to the mandatory preventative maintenance program which ensures that vehicles are maintained to provide safe, reliable, economic and fuel efficient transportation.

Records Management Branch developed and piloted a new basic records management training program for user department staff. It is expected that this training will assist in dealing with the continual growth in the size of the province's records holdings.

OTHER MAJOR HIGHLIGHTS

The two main purchasing arms of the Procurement Division, Contracted Services Branch and Purchasing Branch, tendered and awarded contracts totalling \$265.5 million during 1990-91. The 10 per cent decrease over the previous year is in response to the government's policy to economize and reduce expenditures.

Although the value of government purchases was reduced during 1990-91, the percentage of purchases from Alberta manufacturers and

distributors remains high. The acquisition of goods and services from Alberta companies totalled more than 92 per cent by Contracted Services Branch and 83 per cent by Purchasing Branch. The percentage of Alberta vendor participation is strong testimony to the capability of our local firms to compete in an open market.


- Central Delivery and Courier Service moved 213,800 bags or boxes of interdepartmental correspondence and material from 171

locations in the province. A further 12 million pieces of mail were metered. In addition, Central Delivery and Courier Service co-ordinated the relocation of nearly 200 government employees.

- In 1990-91, 33,500 boxes of records went into storage, while 16,900 boxes were destroyed. A further 60,900 boxes of records were sent for destruction directly from departmental premises.

INFORMATION SERVICES

REPORT FROM THE ASSISTANT DEPUTY MINISTER

 Information Services provides direction, co-ordination and advice, as well as a variety of centralized data processing and system support services, to Alberta government departments and central agencies. A primary objective of Information Services is to facilitate the effective management and use of information technology across government. The role of Information Services will be more important in the future as client departments begin to exploit

... delivers systems and data processing services to help management improve their decisions and services. It acts as the co-ordinating agency in government that brings together all departments to implement Information Technology (IT) management and efficient, effective use of computer technology.

information technology rather than merely using it to support the delivery of their programs.

A number of initiatives commenced in the last fiscal year have been carried forward. One of the most important — a plan to ensure careful and effective management of resources — was completed. A number of strategies were recommended which reflected an increased emphasis on information sharing between departments, the evaluation of emerging technologies in a systemic manner, the need for a comprehensive telecommunication network to meet the needs of government-wide programs for voice, data and

image communications and the awareness of the need for quality information by departmental users.

A number of specific goals and objectives were developed based upon the government-wide strategic focus to provide a common understanding of the use of technology. These include strengthening the ability of the work-force to effectively manage information and technology use, planning telecommunication networks to meet government's internal needs, creating forums for discussion, collaboration and co-operation, adjusting services provided by our department with increased emphasis on the evaluation of emerging Information Technology products and fostering an environment which encourages Alberta business to explore opportunities within government.

During 1990-91, Information Services undertook a number of projects aimed at improving effectiveness and cost performance. Work was carried out to enhance productivity through technology improvements, administrative practices reviews and cross-government co-ordination.

One such project was an in-depth, government-wide study of Electronic Data Processing (EDP) systems to identify those with the potential for redevelopment or migration to micro-processors and/or mini-processors to reduce operational costs. Another was the review, simplifying and streamlining of the departmental EDP planning process.

Information Services also undertook a training initiative which redefined Information Services' role in government-wide Information Technology (IT) training. This resulted in privatizing additional functions and removing

responsibility from Information Services for direct service delivery. An interdepartmental Advisory Committee on Management of Information and Technology Training was then established to consolidate government requirements for cost-effective contracting.

OTHER MAJOR HIGHLIGHTS

- Completed first phase of a five-year program to install software and develop procedures to automatically manage and increase the effectiveness of data storage at Public Works, Supply and Services' data processing centres through the use of Systems Managed Storage (SMS).
- Developed and installed an incentive program to encourage departments to execute batch programs and testing in off-peak hours in order to balance capacity and extend life of computer equipment.
- Continued a long-term project with the Public Works, Supply and Services' data processing centres to automate the console operations function with a view to reducing manual intervention and difficulties in recovering the system.
- Conducted an in-depth review of the Public Works, Supply and Services' role in government-wide computer security. This resulted in improved liaison and consultation with other government departments as well as the establishment of an Information Security Advisory Committee.
- Conducted an evaluation of trends in computer leasing, and prepared a position paper regarding future direction in lease versus purchase.
- Commissioned an independent study to determine the overall efficiency and effectiveness of Terrace and Central Computing Centres as compared to 300 major installations in North America.
- Established and managed a process to direct the development of an infrastructure and business plan for electronic access to government information. Completed a comparative analysis on the status of electronic information access systems and practices in other Canadian governments. Developed options for access policies and guidelines concerning Alberta government data.
- Produced topic guides on a variety of subjects, including software maintenance, management of micro-computers and maintenance of EDP equipment. These publications provide guidance to departments on areas of common concern and often involve setting up interdepartmental committees to review and provide feedback on material prior to publication.
- Planned and installed major equipment upgrades for processing, storage and printing in all four Public Works, Supply and Services' data processing centres. Replaced obsolete technology printers at two of the major centres. Acquired and installed additional specialized processors on behalf of Alberta Energy/Forestry, Lands and Wildlife.

ACCOMMODATION SERVICES

REPORT FROM THE ASSISTANT DEPUTY MINISTER



During the year, Accommodation Planning Division implemented 420 tenant improvement projects for more than 40 various government departments, boards and agencies. This involved 52 design consultants and 125 construction contractors with expenditures amounting to \$11.6 million.

This fiscal year also saw the completion of the Low Income Security Application (LISA) for the Department of Family and Social Services, with

acquired \$18.7 million in properties for various programs of government departments. At the end of the fiscal year, the government occupied approximately 2.9 million gross square metres of space, comprised of 2.2 million gross square metres of government-owned space and approximately 700,000 gross square metres of leased space.

... responsible for planning all government office and warehouse space, acquiring and disposing of land, buildings and facilities for government and Restricted Development Areas (RDA), administering grants-in-lieu of taxes and planning, providing and managing government telecommunications.

the installation of the final phase of an information system network to provide more accurate and up-to-date client records at 50 office locations throughout the province. Total cost of the project over three years was \$2.7 million. As well, Phase I of development of a laboratory facility for Alberta Environment was completed in the McIntyre Centre in Edmonton at a cost of \$1,016,000, with Phase II to be completed in the following fiscal year.

In 1990-91, Realty Division administered 1,349 leases resulting in \$88.1 million of lease



revenues and \$5.6 million in lease expenditures plus

Alberta Public Works, Supply and Services acquired land for program use by the following departments:

Culture and Multiculturalism	\$ 171,889
Forestry, Lands and Wildlife	1,376,344
Environment	1,663,308
Recreation and Parks	45,000
TOTAL	\$ 3,664,459

In addition, the department reimbursed \$15,031,194 for the Land Purchase Fund for land acquisition program use

Eighteen Restricted Development Area (RDA) properties were purchased for \$24.1 million through the government Land Purchase Fund, and a further nine RDA properties with a \$7.8 million value were acquired through land exchanges for another nine surplus properties. Eight Surplus (Vote 4) Public Works, Supply and Services' owned properties were sold for \$1.4 million, and five Surplus (Vote 4) Public Works, Supply and Services' owned properties were traded for a total value of \$4 million.

Through the Grants-in-Lieu of Taxes Program, \$39.2 million was disbursed to municipalities by way of 9,000 claims. Under the Crown Property Municipal Grants Act, municipalities may apply to Alberta Public Works, Supply and Services for a grant to be given in lieu of taxes in

respect of Crown property located in the municipality. Approximately \$148,000 in payments were processed for local improvements under the Grants-in-Lieu of Taxes Program. The City of Edmonton received \$484,995 for lands acquired by the province for the Capital City Recreation Park.

Telecommunications Division continued planning, providing and managing Alberta Government telecommunications requirements, including the province-wide communications networks.

In 1990-91, \$46.5 million was spent on consulting, planning and delivering telecommunications services and managing and administering telecommunications facilities for the Alberta government. Over 5,150 operation orders were processed, and over 300 projects completed.

The Alberta Government Network Packet Data (AGNpac) network was further expanded to accommodate the needs of 12 user departments, increasing the number of nodes to 15 and tripling the number of ports to nearly 600.

Multi Departmental Mobile Radio System (MDMRS) Control Centre, operated by the Telecommunications Division, continues to handle over 100,000 calls from department users. In 1990-91, the MDMRS was expanded to include the Footner, Edson and Lac La Biche forest districts. Mobile radio service is provided to over 3,000 users through a number of private and public systems.

Province-wide communications networks


Alberta Government	
(RITE) Network (AGN)	over 35,000 telephone/fax lines
System Network Architecture	
(SNA) data network	over 9,000 terminals
Packet data network (AGNpac)	over 400 terminals
Multi Departmental Mobile Radio	
System (MDMRS)	4,000 radios

OTHER MAJOR HIGHLIGHTS

- Relocated the Federal and Intergovernmental Affairs' Tokyo office to the new Canadian Embassy in Tokyo.
- Acquired and developed space in the Mayfield Business Centre for the Metis Settlement Transition Commission.
- Relocated 450 Alberta Health staff to the AGT Tower II as part of the consolidation of Alberta Health's organization.
- Sold eight surplus RDA properties for \$3,155,000.
- Sold 1,681 acres of surplus lands located around the Oldman River Dam reservoir for a total of \$950,000.
- Managed 68 leases for Treasury Branches and the Energy Resources Conservation Board involving total annual rents of \$11.2 million.

ADMINISTRATIVE SERVICES

REPORT FROM THE ASSISTANT DEPUTY MINISTER

 Management Services Branch has continued to play an integral role in supporting fiscal restraint initiatives along with improvements in organizational productivity, communications, decision-making processes and delivery of programs and services through the increased use of automated information, office and facsimile systems to respond to departmental priorities.

As a result of the Western Accord agreement between the four western provinces, Tender

... provides financial, general administrative and automated information-system services to the department and is responsible for lotteries and financial assistance to major exhibitions and fairs.

Administration Branch established procedures to ensure that departmental construction projects out to tender were available on the Western Procurement Information Network (WPIN).

During 1990-91, the Revolving Fund and Departmental Financial Systems Branch generated over 53,000 billings worth over \$79 million and paid more than 45,000 invoices for a value of \$75 million. Improved control procedures and processes led to a major reduction in inventory levels and a decrease in 90-day outstanding accounts receivable to less than 1 per cent of all receivables.

Financial Services Branch provides professional advice and services to the department for financial administration and systems concerns.

During 1990-91, the full implementation of the revenue receivables system of the Program Billing System (PBS) and Program Accounts Receivable System (PARS) was achieved and is expected to streamline the receivables and billing systems to provide timely, accurate management reporting.

Hospital Capital Project Audit Section of Financial Services Branch completed 17 hospital construction project reviews and issued audit reports resulting in the recovery of surplus funds in excess of \$500,000. Six financial reviews were conducted for divisions with delegated financial processing activities. A number of improvements were instituted to increase the efficiency level of Financial Project System processing.

Financial Planning Branch (FPB) is responsible for the financial planning processes for the General Revenue Fund, Revolving Fund, Public Works, Supply and Services Capital Fund and Alberta Heritage Savings Trust Fund. This encompasses the co-ordination, analysis and consolidation of the department's program and operating budgets, as well as liaison with Alberta Treasury and development of recommendations to meet Alberta Treasury targets.

During the year, FPB provides support services to the department with respect to budget management and related issues. The branch is responsible for drafting and recommending to senior management policy for short-term and long-term financial planning and control and the development and maintenance of all systems necessary to fulfil its mandate. In addition, expenditures are monitored against approved budget plans and forecasts of projected year-end financial positions are prepared for use by senior management and Alberta Treasury.

The Management Systems Budget Preparation (MSBP) system was developed by FPB in 1989-90 and was used by Public Works, Supply and Services in preparing the 1990-91 operating budget. MSBP proved to be such a useful budgeting tool that it was adopted as a government-wide common system to be used for the preparation of the 1991-92 General Revenue Fund and Capital Fund budgets. The system was implemented smoothly, and further expansion to include a Revolving Fund application is planned for the 1992-93 budget cycle.

The Lotteries, Major Exhibitions and Fairs Division supports the minister in carrying out his responsibilities by providing advice on the co-ordination of the province's lottery operations, Lottery Fund administration, program and planning services and public communication. It also provides financial assistance in recognition of the community and economic development benefits of the nine major exhibitions in Alberta.

In 1990-91, over \$100 million in lottery proceeds were distributed from the Lottery Fund for the enrichment and enhancement of community initiatives relating to sport, recreation, the arts and cultural endeavours, agriculture, tourism, health and wellness, historical resources and other related family and community undertakings.

In addition, from the General Revenue Fund, approximately \$219,000 was allocated in capital assistance grants to major exhibitions (class A agricultural societies). These grant allocations represent the Alberta government's continuing commitment to assisting these organizations with their community facility infrastructure development.

In 1990-91, \$1.9 million was provided to major exhibitions as part of the Pari Mutuel Tax Rebate Program.

OTHER MAJOR HIGHLIGHTS

- Continued to provide Electronic Data Processing (EDP) planning and project management services to the department through the private sector. EDP development and maintenance by the private sector now exceeds 50 per cent.
- Continued to improve departmental communications by expanding the computer communications network, facsimile and electronic message services.
- Expanded access to and use of micro-computers (by some 200 work stations), office automation products and systems in support of decision-making; improved office productivity and elimination of redundant and repetitive tasks.
- Streamlined, automated and refined a number of management services including the introduction of a micro-computer-based library cataloguing and acquisition system.
- Tendered and closed 159 projects and issued to contractors more than 3,320 plans and specifications, the majority printed by the private sector.
- Processed over 235,000 invoices resulting in payments totalling over \$751.3 million, inventoried 9,857 fixed assets valued at more than \$26 million and processed 6,360 accounts receivable transactions and 8,175 cash items.

PERSONNEL

REPORT FROM THE EXECUTIVE DIRECTOR



During the 1990-91 fiscal year, once again downsizing in the department continued to be handled through attrition, retraining and redeployment of its employees.

The Personnel Division co-ordinated a new apprenticeship program to provide skilled tradespersons for industry. A total of 34 apprentices in the trades of carpentry, electrical, plumbing, steamfitting, instrumentation and electronics and a millwright were hired. This program

and has implemented a comprehensive Occupational Health and Safety Accident Tracking and Statistical System. The Occupational Health and Safety section spent a considerable amount of time monitoring the department's practices as a principal contractor.

During 1990-91, we continued to provide training programs to our employees to enable them to meet the challenges of the future through accessible and adaptable programming with the goal of maximizing employee's potential.

... responsible for staffing, human resource development, occupational health and safety, employee relations and payroll administration.

was funded through Career Development and Employment.

The Personnel Information Systems area is continuing with its systems development goals

OTHER MAJOR HIGHLIGHTS

- Introduced the Management Breakfast Series which focused on bringing current issues before a cross-section of department managers.
- Public Works, Supply and Services participated in the Alberta government's Accelerated Management Trainee Program with our first candidate beginning her management secondment.

COMMUNICATIONS

REPORT FROM THE DIRECTOR

▲ With the public demand for more information on, as well as input into, government activities, Communications experienced yet another very active year.

Communications requirements for the Oldman River Dam Project continued to increase, despite it being in the last stage of construction. During the 1990-91 fiscal year, one issue of the project's newsletter "UPDATE" was produced and distributed, over 350 public tours were conducted and five open houses and trade fairs were organ-

graphs and models of the hopper cars are being distributed to all mayors and reeves in the province to further promote their centres as tourist destinations. These rolling billboards will travel 220,000 to 240,000 kilometres a year across Canada and the United States, promoting the Province of Alberta. Response to this program has been very positive from both the media and the public.

To increase private sector awareness of the procurement opportunities with the provincial government, activities were developed to enhance communications with the business community, government departments, agencies, boards and Crown corporations. A newsletter entitled "The Source" and new information brochures have been developed to keep vendors in touch with current policies and procurement needs of the provincial government.

... provides communications counsel and production services to the department and assists in addressing its internal and external communications needs, including media liaison, publications, special events planning and advertising.

ized and/or participated in, as means of providing information to the public. The other two proposed reservoir projects, Pine Coulee and Little Bow, are undergoing Environmental Impact Assessments (EIA). To ensure the local public has input, approximately 10 open houses and trades fairs were held in addition to the public meetings for the EIA.

A new initiative, which involved placing the tourism message, "Take an Alberta Break... visit," on the Alberta Heritage Savings Trust Fund grain hopper cars was implemented during the 1990-91 fiscal year. Every city, town, village, summer village, county and municipal district in Alberta will be featured on at least one of the cars. Photo-

OTHER MAJOR HIGHLIGHTS

- Developed and issued over 240 news releases on departmental projects and grants.
- Responded to over 140 media inquiries.
- Organized over 15 official events ranging from ground breakings to official openings of government facilities.
- Initiated the development of an internal newsletter for employees of the department and then wrote, produced and distributed the premier issue.
- Developed and implemented a communications strategy to encourage departments to develop ENERGYWISE Programs within their departments. Prepared information materials and program suggestions for ENERGYWISE co-ordinators to use within their departments.

